Federation of Students’ Board Agenda

Regular Meeting

SLC 1106, University of Waterloo

Chair: President Beauchemin  Secretary: Secretary Easton

ATTENDANCE

Please convey regrets to the Chair of the Board at chair@feds.ca

Expected Attendees:

- President Beauchemin
- General Manager Burdett
- Director De Sousa
- Secretary Easton
- Director Eyre
- Vice President Fitzpatrick
- Vice President Gerrits
- Director Hunte
- Director Parmar
- Chairman Plante
- Director Town
- Vice President Velling

* Phone

Expected Absences:

- None

ORDER OF BUSINESS

Public Session

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Public Session

1.0 Preliminaries

Adding items to the agenda requires a two-thirds vote.

1.1 Call to Order

The Chair calls the meeting to order at 6:00 PM.

1.2 Approval of the Agenda

The Chair assumes the Agenda.

1.3 Territorial Acknowledgement

Pursuant to Federation Policy 50, Indigenous Engagement and Inclusivity, the Federation of Students’ Board of Directors acknowledges:

"The University of Waterloo is on the traditional territory of the Neutral, Anishnaabeg, and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, land promised to the Six Nations, which includes six miles on each side of the Grand River."

1.4 Oral Conflict of Interest Declaration

In accordance with Procedure 2, §II(6), the Chair poses the following question:

"In relation to any of the items of business on the agenda for this meeting, does any Director have an actual, perceived, or potential conflict of interest?"

2.0 Special Order

2.1 Presentation on Creative Direction for WUSA Branding

For Discussion Marketing and Communications will present on the creative direction for the branding of Waterloo Undergraduate Student Association.

Note: This Special Order will commence at approximately 6:05p, following the oral conflict of interest declaration.

2.2 SCI Marketing Plan Update

For Information: The Board shall receive an update on the organization’s Marketing Plan in preparation for the Students’ Choice Initiative.
3.0 Remarks of the Chair

3.1 Notice of Procedure in Force


Note: Refer to the attached Board minutes from April 14, 2015 (page 13) for the text of this Procedure.

4.0 Approval of the Minutes

4.1 May 10 Emergency Meeting

Be it resolved that Board approve the public minutes of the May 10, 2019 Emergency Meeting as presented.

Submitted By: Secretary Easton and Chairman Plante

Note: Please see the draft minutes attached on Sharepoint.

4.2 June 4 Regular Meeting

Be it resolved that Board approve the public minutes of the June 4, 2019 Regular Meeting as presented.

Submitted By: Secretary Easton and Chairman Plante

Note: Please see the draft minutes attached on Sharepoint.

5.0 Reports

Motions arising directly out of a report, including to adopt recommendations in the report, may be considered immediately after the report without having to wait until later in the meeting. No action is required to receive a report. If the Board decides to adopt or accept a report, then it is endorsing the entire report and not just the recommendations, unless otherwise specified.

5.1 Executive Reports

Each executive will provide an oral report.

1. President (Beauchemin)

2. Vice President of Operations & Finance (Velling)
3. Vice President of Education (Gerrits)

4. Vice President of Student Life (Fitzpatrick)

5.2 Committee Reports

Each Committee Chair will provide an oral report.

1. Executive Committee (President Beauchemin)

   Note: Refer to the attached Executive Action Plan, 2019-20.

2. Ad Hoc Committee on Organizational Transition (President Beauchemin)

3. Ad Hoc Committee on GM Engagement (President Beauchemin)

4. Select Committee on Long Range Planning (President Beauchemin)

6.0 Business Arising from the Minutes

Business arising from the minutes is business carried on to a meeting from a previous meeting.

6.1 Procedure 3 Amendments

Note: This Procedural Amendment was considered by the Board at the May Regular Meeting and was tabled to the Office of the President for further investigation, to be returned to the Board at the July Regular Meeting.

For Discussion: Revisions to Board Procedure 3, Directors’ Code of Conduct.

Submitted By: President Beauchemin

Note: This item is meant to facilitate a discussion of the proposed procedure revisions. Feedback will be gathered, and a final version will be presented to the Board at the August meeting for a vote on adoption.

Note: Refer to the revised Procedure #3, attached.

6.2 Setting General Meeting Dates

Note: This request to explore devolving the power of setting General Meeting dates was received from Council, and at the June Regular Meeting the Board tasked the Chair with reporting back with options at the July Regular Meeting.

Be it resolved that the Board adopts the report entitled Setting General Meeting Dates, as attached, and concurs with the recommended course of action suggested in the report.
**6.3 Board Annual Plan**

*Note:* Draft ideas and goals to be included in the Board Annual Plan were presented to the Board at the June Regular Meeting, with further feedback solicited by the Chair via email to all Directors.

**Be it resolved that** the Board adopts the Board Annual Plan for the 2019-2020 Governing Year, as presented.

**Be it further resolved that** the Board permit the Chair and President to make clerical amendments to the Plan and work with the Marketing and Communications Department to have the Plan published to the general membership by a date no later than ten business days from adoption.

Submitted By: *Chairman Plante*

*Note:* Refer to the 2019-20 Board Annual Plan attached.

**7.0 General Orders**

**7.1 Repeal of OUSA Spending Resolution**

**Be it resolved that** the Board repeal the resolution, entitled *OUSA Spending Resolution*, originally passed on January 19, 2019.

Submitted By: *Vice President Gerrits*

*Note:* See attachment entitled, *OUSA Spending Resolution* for the text of the original motion from the January 19, 2019, meeting of the Board.

**8.0 Other Business**

*Any Director may raise any item of concern during other business. Generally, long discussions without a specific motion before the Board should be avoided. A one-third (1/3) vote by the Directors present at the meeting is sufficient to postpone consideration of the motion to a future date.*


Confidential Session

Be it resolved that the Board enters confidential session.

9.0 Preliminaries

Oral Conflict of Interest Declaration

In accordance with Procedure 2, §II(6), the Chair poses the following question:

"In relation to any of the items of business on the agenda for this meeting, does any Director have an actual, perceived, or potential conflict of interest?"

10.0 Remarks of the Chair

11.0 Approval of the Minutes

11.1 May 10 Emergency Meeting

Motion: May 10, 2019 Emergency Meeting confidential minutes.

11.2 June 4 Regular Meeting

Motion: June 4, 2019 Regular Meeting confidential minutes.

12.0 Reports

Motions arising directly out of a report, including to adopt recommendations in the report, may be considered immediately after the report without having to wait until later in the meeting. No action is required to receive a report. If the Board decides to adopt or accept a report, then it is endorsing the entire report and not just the recommendations, unless otherwise specified.

12.1 Executive Reports

Each executive will provide an oral report.

1. President (Beauchemin)

2. Vice President of Operations & Finance (Velling)

3. Vice President of Education (Gerrits)

4. Vice President of Student Life (Fitzpatrick)
12.2 **Committee Reports**

Each Committee Chair will provide an oral report.

1. **Executive Committee** (President Beauchemin)
2. **Risk Management Committee** (Vice President Velling)
3. **Personnel Committee** (Vice President Velling)

13.0 **General Orders**


*Motion*: Report from the Budget & Appropriations Committee.

13.2 **Legal Service Contract**

*For Discussion*: Legal Service Contract Update

14.0 **Other Business**

*Any Director may raise any item of concern during other business. Generally, long discussions without a specific motion before the Board should be avoided. A one-third (1/3) vote by the Directors present at the meeting is sufficient to postpone consideration of the motion to a future date.*

**Public Session**

*Be it resolved that* the Board leaves confidential session.

15.0 **Announcements**

The next Regular Meeting of the Board will occur on Tuesday August 13, 2019 at 6pm.

16.0 **Adjournment**

*Be it resolved that* the Chair adjourns the meeting.
Federation of Students

Board of Directors

Tuesday, 2015-04-14 at 7:00pm
Feds Board Room SLC 2143

<table>
<thead>
<tr>
<th>Chair</th>
<th>Christos Lolas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary</td>
<td>Andrew Clubine</td>
</tr>
<tr>
<td>Expected Attendees</td>
<td>Qusai Al Nazer, Ben Balfour, Suzanne Burdett, Danielle Burt, Paula Colaso, Stéphane Hamade, Rebecca Little, Christos Lolas, Matt Mclean, Doug Turner, Maaz Yasin, Amy Zhou</td>
</tr>
<tr>
<td>Excused Absences</td>
<td></td>
</tr>
</tbody>
</table>

Regular Session

Preliminaries

Remarks from the Chair

Approval of the Agenda (Chair Lolas)
1. **Motion**: Resolved, the Board approves the agenda for this meeting.

Executive Reports & Updates

Vice-President, Education
2. Discussion

Vice-President, Internal
3. Discussion

Vice-President, Operations and Finance
4. Discussion

President
5. Discussion

General Orders

Mental Health MOU (President Burt)
6. **Motion**: Resolved, that Board approve the Mental Health Peer Support Memorandum of Understanding.
Board Code of Conduct Procedure (President Burt)
7. **Motion**: Resolved, Board amend the Board Code of Conduct Procedure [to be distributed].

Credit Card Points Procedure (President Burt)
8. **Motion**: Resolved, that Board approve the attached Credit Card Points Procedure.

Ethical Purchasing Contracts Procedure (President Burt)
9. **Motion**: Board amend Procedure 11, Ethical Purchasing Contracts.

Procedure Amendments (VP Balfour)
10. **Motion**: Board amend Procedure 2, Budget.
11. **Motion**: Board amend Procedure 3, Authorization of Capital Expenditures.
12. **Motion**: Board amend Procedure 5, Savings and Investments.

Special Orders
13. None.

New Business
As required.

Confidential Session

General Orders

Entering confidential session (Chair Lolas)
14. **Motion**: Resolved, the board moves into confidential session.

New Confidential Session Business
As required.
MEMORANDUM OF UNDERSTANDING

University of Waterloo Peer Support Program
[Insert Program Name Here]
between
Federation of Students of the University of Waterloo (Feds) and
The University of Waterloo ("The University")

PROGRAM OVERVIEW

[Insert Program Name Here] volunteers are required to go through an interview and selection process, extensive training and will always be under professional supervision, assuring the clients of their confidentiality. Services are available to students from all faculties. Students can access the services whether by referral, personally setting up an appointment, or by coming in to the office during the drop-in hours.

[Insert Program Name Here] provides peer support for UWaterloo students from all faculties. The volunteers are professionally trained in areas of peer support including:
- everyday stress and anxiety
- social and relationship difficulties
- mental health difficulties
- transitional challenges to university life
- challenges in adapting to various cultures

MISSION

[Insert Program Name Here] is a student outreach program, which seeks to promote personal life balance, self-confidence, and resiliency. It is designed to support students who are having academic, social, physical, emotional, cultural, and/or psychological difficulties.

RESPONSIBILITIES

The Federation of Students and the Wellness Portfolio at the University of Waterloo agree to the below distribution of responsibilities. Note: if there is no explicit cost mentioned in the responsibilities below then it is assumed that the owner of that task will absorb the cost or find funds elsewhere. At no point should any cost be put to the individual student using the program.

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Owner</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Online Presence, including all social media, hosting the website, and generating posts and managing content</td>
<td>Feds</td>
<td>Minimum 2-3 times per week.</td>
</tr>
<tr>
<td>2. Managing and executing the program's communications plan, see Appendix A</td>
<td>Feds</td>
<td>Minimum 2-3 times per week.</td>
</tr>
</tbody>
</table>
3. **Creation of all marketing materials, including but not limited to, print or digital posters and signage, graphics, and logos**

   | Feds | Reviewed yearly. |

4. **Co-authority over the programs two student coordinators.**
   Within Feds the hiring and training process will be through the Mental Wellness Commissioner and the Services Manager:
   - Advertising the job opportunity through leads.uwaterloo.ca and on feds.ca
   - Recruitment of coordinator candidates
   - Interview process and final candidate selection
   - Training, including but not limited to: Mental Health first-aid, peer support, confidentiality and suicide prevention
   - Training, including but not limited to: media, social media, internal service coordinator training, and recruitment
   - On-going management through bi-weekly team meeting
     - In addition to the management meetings there would also be a monthly Feds management meeting coordinated with the Services Manager and the Mental Wellness Commissioner.

   | Feds | Termly |

5. **Funding for capital improvements, 25% of an amount up to $2,500.**

   | Feds | Yearly |

6. **Funding for capital improvements, 75% of an amount up to $2,500. Additional funding for capital improvements through The University’s resources**

   | The University | Yearly |

7. **Updating website content on The University’s wellness website pages. The Feds Communications Coordinator will coordinate with the respective website staff members in the wellness areas**

   | Shared | Termly |

8. **Advertising the volunteer opportunity through leads.uwaterloo.ca and on feds.ca for general volunteers**

   | Feds | Termly |

9. **Reviewing and selecting the individual general volunteers for the program**

   | Shared | Termly |

10. **Promoting general volunteers to take specific responsibilities within the program and ongoing management of the general volunteers**

    | The Student Coordinators | Termly |

11. **Measuring the success of the program, this is including but not limited to, feedback forms, surveys, and focus groups**

    | The University | Ongoing, with a yearly review |

12. **Peer Leader and student tracking and record keeping**

    | The University | Ongoing |

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**IN WITNES WHEREOF** the Parties hereto have agreed to this memorandum of understanding for the peer support program, [Insert program name here], as of the Effective Date and will remain in effect until
April 1, 2017. At which time a new agreement will be negotiated to continue to support student's mental health and wellbeing.

UNIVERSITY OF WATERLOO

Per: _________________________________

Per: _________________________________

FEDERATION OF STUDENTS, University of Waterloo

Per: _________________________________
   Authorized Signatory

Per: _________________________________
   Authorized Signatory
MATES Peer Mentors

MATES is a student outreach program, which seeks to promote personal life balance, self-confidence, and resiliency. It is designed to support students who are having academic, social, physical, emotional, cultural, and/or psychological difficulties.

Goals

1. To increase awareness of MATES, which provides peer support for students who are struggling with any aspect of their personal student wellness.
2. To encourage students to use the MATES program.
3. To encourage students to volunteer for the MATES program.

Strategies and Tactics

1. To increase awareness of MATES, which provides one on one peer support for students who are struggling with any aspect of their personal student wellness.
   - Create a page for MATES on Feds.ca that outlines what the program offers, where students are able to access the services, etc.
   - Write a press release about the launch of MATES for internal and external media.
   - Write a series of stories prior to and after the launch of MATES: The pre-launch story will be about the program and why it’s a valuable addition for students, the post-launch stories will be a profile of a volunteer and myth busting about mental health.
   - Hold a grand opening for the program in a decorated office space (Feds banner, light refreshments, etc.).
   - Post regularly about MATES on social media, encouraging students to use the service.
   - A social media contest to increase awareness: Have students retweet Twitter posts, and share Facebook posts with mental health facts/MATES facts. Mention the program at the end. Everyone who retweets and shares will be entered into a draw for prizes.
   - Host a grand opening in the office space, and have banners to spruce up the space.
   - Hold a second contest later in the term, and encourage students to post myths about mental health and ask questions to be entered into a draw.
• Have the Promotions Team set up a booth in the SLC to share information about the new program with students.

2. To encourage students to use the MATES program.
   • Post on social media 2-3 times a week about the MATES program, and why it’s important students reach out and learn how to live healthy, balanced lives.
   • Write social media posts about specific MATES services: academic help, cultural help, etc. to target specific groups on campus.
   • Use target social media ads for the MATES program for the week of its launch.
   • Work with the University of Waterloo to have MATES on some of their pages, a homepage ad for the program, and social media promotion.
   • Create referral cards to make available to Dons and at residences.
   • Create pamphlets to make available at the TurnKey Desk, The Women’s Centre, Coop Connection, ICSN, and Glow.
   • Create ads to play on rotation on televisions in the SLC.
   • Create a promotional item to include in the Frosh Kits.

3. To encourage students to volunteer for the MATES program.
   • Write a profile of a current volunteer for Feds.ca. This story will be similar to the Spotlight profiles – it will highlight why the student decided to volunteer, and why the student thinks others should get involved as well.
   • A posting will be on Feds.ca under the “Opportunities” section.
   • Social media posts advertising the opportunity will be made until a sufficient number of applications are received.
   • Reach out to the Arts program and ask for their support in spreading the word to students in specific programs (psychology, speech communication).
**Win in Credit Card Procedure**

**Redemption of Points**

From the use of corporate credit cards the Federation of Students accumulate reward points on an ongoing basis. All points accumulated will be used for benefit of members of Federation of Students.

Points to be distributed will be estimated based on last year’s accumulation and adjusted for any significant changes. Points will not be used to replace any department, or executives, budget. Any proposals submitted are for additional costs or value adding, above budgetary needs.

**Access to Points:**

All areas of the Federation can put forward a proposal to access points. The proposals should come from a Department Manager, an Executive or the General Manager.

Proposal goes to the Fee Approval Committee (FAC) which is comprised of:

1. VP Operations & Finance,
2. General Manager, and
3. President

This Committee will send a response to the applicant within 7 business days. The applicant may submit an appeal to the Committee within 2 business days of the decision made by the Committee. The appeal must include significant new information in comparison to the original proposal. The Committee will send a response to the applicant within 4 business days of the submitted appeal.

Proposal must include:

1. Number of points required
2. Expected purchase
3. Use of purchase
4. Overall benefit to Student and the department/area requesting them
5. Latest date required to receive notice of approval
6. Would this purchase occur whether points available or not (do you already have a budget for this?)

**Priority Areas (in random order)**

1. Travel
2. Promotions/Marketing
3. Staff Relations
4. Volunteer Appreciation
5. Transition(s) – Executive, Board and Council
6. Capital Improvements

**Process to Redeem Points:**

1. Approval of Proposal
2. Fill out Points Redemption Form
3. Put in GM’s mailbox for processing

**Guideline of percentage breakdown for approval and distribution of the total points:**
Proposals submitted will be based on 80% of previous years points accumulated.

<table>
<thead>
<tr>
<th>Percentage of Points (%)</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Executive portfolios</td>
</tr>
<tr>
<td>15</td>
<td>Campus Life Department</td>
</tr>
<tr>
<td>15</td>
<td>Commercial Operations</td>
</tr>
<tr>
<td>35</td>
<td>Support Areas (Marketing, IT, General Office and Accounting)</td>
</tr>
<tr>
<td>5</td>
<td>Student Life Centre</td>
</tr>
<tr>
<td>10</td>
<td>Other</td>
</tr>
</tbody>
</table>

*Note:* Exceptions can be made, however unanimous approval is required by FAC to move forward with the exceptions.
ETHICAL PURCHASING CONTRACTS

1. The Federation of Students will utilize an ethical purchasing contract in all contractual dealings with all ongoing suppliers engaged in business with the corporation.

2. The Federation of Students will not engage in any business with an ongoing supplier who refuses to agree to the terms of said ethical purchasing contract.

3. The Federation of Students reserves the right to terminate any contract with an ongoing supplier, if said supplier is found to have falsified the ethical purchasing contract submitted to the Federation of Students.

4. Goods and services received through ongoing suppliers must be checked against contracts, waybills, invoices, or delivery notes.

5. At the time of delivery Feds must facilitate the receiving and checking of goods and services from ongoing suppliers whereby the receiving person will have to sign the delivery notes or any other documents during delivery.

6. In some cases, receiving of goods and physical checking of goods or services may be delegated to other officers who are so authorized.

7. Any differences between documents done physical checks should be noted and reported to for action.
FEDERATION OF STUDENTS
Number: 2
Effective: April 20, 2009
Replaces: New

BOARD PROCEDURE

BUDGET

1. The Board of Directors will approve the following departmental budgets:
   i. Used Bookstore
   ii. Bombshelter FOH
   iii. International News
   iv. Campus Bubble/Wasabi
   v. Bombershelter Kitchen
   vi. Dispensary
   vii. General Office (20%)
   viii. IT Department
   ix. Commercial Salaries
   x. Student Life Centre

A) Preparation

1. Preliminary budget proposals will be submitted by the departmental managers to the Vice President Administration & Finance and General Manager by the March 1st. These budget proposals will address the twelve-month period commencing May 1st and should include a critical analysis of the department’s spending allocation and its level of service to the undergraduate student population.

2. The Vice President Administration & Finance, Vice President Administration & Finance elect, and General Manager shall meet with the departmental managers to review, discuss, and modify the budget proposals.

3. The Vice President Administration & Finance elect and Budget Committee will then formally prepare the total budget proposal presentation, which at a minimum will include:
   i. The budget’s justification and analysis;
   ii. The total that will be allocated to Students’ Council for provision of services, based upon enrolment projects for the upcoming year;
   iii. A summary of the corporation’s total investments and savings amounts; and
   iv. A review of the previous year’s budget, expenditures, and explanation of notable variances. Using available actuals and previous year’s forecasts.

B) Presentation

1. The budget proposal will be presented to the Board of Directors within the first two weeks of April for a discussion of the overall financial position of the Corporation and to make recommendations of modification.
2. The modified budget proposal will then be presented at the annual transition to the incoming and outgoing Board of Directors.

C) Approval
1. Approval of the budget will be sought by the outgoing Board of Directors at the annual transition. A resolution must be carried by a majority of the current voting membership of the Board of Directors for the budget to be approved.
2. If the outgoing Board fails to approve the budget at the annual transition, appropriate modifications will be made and approval will be sought from the incoming Board of Directors as soon as logistically possible.

D) Modification of Budget
1. The incoming Board of Directors may make modifications to the approved budget

D) Review
1. A summary of expenditures, in comparison to the approved budget, will be presented monthly to the Vice President Administration & Finance, who will be responsible for ensuring that departmental managers are acting in accordance with the approved budget.
2. This summary of budget to actuals will be presented to the budget committee at least once each academic term.
3. A deviation in the expenditures of a budget line from the budgeted amount by greater than 20%, if equal to or exceeding $2000, must be presented to the Vice President Operations and Finance for approval. Greater than 30% and equal to or greater than $5000 must be presented to the Budget Committee
AUTHORIZATION OF CAPITAL EXPENDITURES

1. Capital expenditures will be defined as the cost spent by the Corporation on equipment, equipment assets, or to add, expand, or renovate property. A series of expenditures that are related to a single outcome will be considered as a single total expenditure.

2. Departmental managers may approve capital expenditures for their department up to a total cost of $5,000 if the purchase has been approved through the budgeting processes. Notice of such purchases must be given at least five business days prior to the initiation of purchase to the Vice President Administration & Finance, whom may disallow said purchases. No circumstances will warrant approval of said expenditures without proper notice being given to the Vice President Administration & Finance. Capital expenditures up to a total cost of $5,000 that have not been approved through the budgeting process must be approved by the Vice President Administration & Finance and the General Manager.

3. It will be the responsibility of the appropriate executive or General Manager to bring to the attention of the Board of Directors, at least five business days prior to the initiation of purchase, any capital expenditure that exceeds $10,000. In the event that the notice of five business days cannot be met, both the President and the Vice President Administration & Finance will need to approve the expenditures, and the Board of Directors must be notified as soon as logistically possible.

4. Approval by formal resolution of the Board of Directors shall be obtained prior to purchase by the Executive member or departmental managers for all capital expenditures equal to or exceeding $500 in cost. No circumstances will warrant a capital expenditure equal to or exceeding $25,000 in cost without the formal approval of the Board of Directors.

5. All capital expenditures of the Corporation should be done with the expectation that it will benefit the Corporation for an extended period of time and will benefit the Corporation’s service to the undergraduate students at the University of Waterloo.

<table>
<thead>
<tr>
<th>Capital Expenditures</th>
<th>Amount</th>
<th>Level of Authorization Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-$5000</td>
<td></td>
<td>Departmental Managers (only applies to expenditures previously budgeted for)</td>
</tr>
<tr>
<td>$5000.01-$15,000</td>
<td></td>
<td>Signing Authority</td>
</tr>
<tr>
<td>$15,000.01-$25,000</td>
<td></td>
<td>Exec Board</td>
</tr>
<tr>
<td>$25,000.01 +</td>
<td></td>
<td>Board of Directors</td>
</tr>
</tbody>
</table>

NOTE: Any purchase made by a Departmental Manager, exceeding $500, must be reported to the supervising Executive.
NOTE: If the approval of the expenditure is denied at any of these levels, approval may be sought at the level above.
ISSUING OF CHEQUES

1. All cheques issued by the Federation of Students must be signed by two of the signing officers, as outlined in the bylaws of the Corporation.

2. The use of a stamp for the authorization of cheques can only be utilized upon approval by one of the signing officers.

3. Cheque requests must be filled out when a cheque is required. All receipts must accompany requests in the case of reimbursement.

4. All cash advances must be followed by appropriate receipts to account for the spending within five business days of the event. Any outstanding receipts can be charged back to the member at the discretion of the Vice President Administration & Finance.

5. The President or Vice President Administration & Finance may at any time order a hold on any part of the Budget pending a direction by Students’ Council or the Board of Directors.
SAVINGS AND INVESTMENTS

1. The Federation of Students shall manage their financial assets in a responsible manner that balances the goals of spending available monies to advance the Corporation’s service to undergraduate students and the need to have sufficient savings to protect against unexpected occurrences. The primary goal of this procedure is to ensure that the total savings of the Federation of Students do not fall below 30% of fee revenue and do not rise above 100% of fee revenue.

2. For the purposes of this procedure, the term “fee revenue” will be defined as the total monies collected annually through the Federation of Students’ fee. Fees that are administered through the Federation of Students, but that are placed in restricted accounts, such as fees for Orientation Week or the Health and Dental Plan, and U-PASS are not to be included in this definition.

3. The Federation of Students will manage their non-restricted financial assets through three core accounts, each of which may constitute multiple banking accounts or portfolios:
   i. the operational fund, which shall be comprised of monies designated for the day-to-day operation of the Corporation through which all business, service, and general office expenses will be funded;
   ii. the short-term investment account, which shall be comprised of instruments with sufficient liquidity and low financial risk such that the account can be used when necessary to support the operation of the Corporation or to pay for Board approved expenditures; and
   iii. the long-term investment account, which shall act as both an internal endowment that generates interest for operational expenses and as a financial safeguard for unanticipated shortfalls in revenue.

4. Restricted accounts are not affected by the provisions of this procedure, as restricted accounts have monies dedicated to a specific purpose and these monies and generated interest from these monies may only be spent on said purpose.

5. This procedure does not limit the ability of the Board of Directors to establish new restricted accounts in which funds for a specific project or future expenditure may be placed.

6. The General Manager shall be responsible for the regular monitoring of all three accounts. The General Manager will provide quarterly reports of investment performance to the Board of Directors.

A) Operational Fund

1. If it is determined at the close of the fiscal year and the conclusion of the external auditing process that the Corporation generated a surplus in the previous fiscal year, then the total of the surplus will be transferred from the operational fund to the short-term investment account.
2. If it is determined at the close of the fiscal year and the conclusion of the external auditing process that the Corporation generated a deficit in the previous fiscal year, then the total of the deficit will be transferred from the short-term investment account to the operational fund if necessary.

3. Monies may be transferred temporarily from the short-term investment account to the operational fund or the transfer of monies from the operational fund may be postponed to cover insufficient monies for the operation of the Corporation upon consent of at least two of the Federation of Students' signing officers. All transfers must be returned or completed within one fiscal year and notice of such should be given to the signing officers.

B) Short-term Investment Account

1. The short-term investment account’s total value should normally fall between 20% and 30% of fee revenue. Monies that have been transferred temporarily to the operational fund are to be included in this calculation.

2. If at the conclusion of the fiscal year and after any relevant monies have been transferred, the short-term investment account’s total value is below 20% of fee revenue, then a portion of the Federation of Students’ fee will be budgeted for savings and transferred to the short-term investment account to reach the 20% threshold. The portion of the fee dedicated to savings shall not normally exceed 5% of the total fee in any given year.

3. If at the conclusion of the fiscal year and after any relevant monies have been transferred, the short-term investment account’s total value is in excess of 30% of fee revenue, then the Board of Directors shall decide by resolution to do one, or a combination of, the following options:
   i. place the excess monies in the operational fund and budget for them to be spent within the fiscal year on increased operational expenses or Board approved expenditures; or
   ii. place the excess monies in the long-term investment account for savings, if said account contains less than 70% of fee revenue.

C) Long-term Investment Account

1. A qualified financial advisor appointed by the Board of Directors, shall manage the long-term investment account. The financial advisor shall present an annual performance report to the Board of Directors. In consultation with the General Manager, the financial advisor shall be reevaluated at minimum every five years. A Certified Financial Planner and/or Certified Financial Analysis designation should be considered the standard for qualification.

2. The long-term investment account shall be managed with the goal of capital preservation, achieved by earning sufficient return to surpass inflation, supplemented by realizing long-term growth.

3. At the conclusion of the fiscal year, interest generated from the long-term investment account beyond inflation, as defined by the Consumer Price Index of Canada for the preceding calendar year, shall be transferred to the short-term investment account if its total value is below 20% of fee revenue, or to the operational fund. No interest shall be transferred from the long-term investments account if the total monies in both the short-term and long-term investments accounts is lower than 30% of fee revenue,

4. If at the conclusion of the fiscal year and after any relevant monies have been transferred, the long-term investment account’s total value is in excess of 70% of the total monies collected annually
through the Federation of Students’ fee, then the Board of Directors shall decide by resolution to do one, or a combination of, the following options:

a. place the excess monies in the short-term investment account, if the account’s total value will not exceed 30% of fee revenue upon completion of the transfer; or

b. place the excess monies in the operational fund and budget for them to be spent within the fiscal year on increased operational expenses or Board approved expenditures; or

c. plan for a freeze or reevaluation of the Federation of Students’ fee.

5. The Board of Directors may decide to liquidate a portion of the long-term investment account in order to fund other Federation of Students’ projects upon the consent of at least six voting members of the Board by formal resolution. Liquidation decisions should include, at a minimum, analysis of the feasibility of the project and a comparison of the return on the project and the expected return on the portfolio. To maintain transparency and accountability to students, the Vice President Administration & Finance will ensure that any liquidation greater than 10% of fee revenue is be publicly disclosed through appropriate campus media and to Students’ Council.
1. Prioritizing an Advocacy Focus
Bring information from University bodies to students and feedback from students to University bodies
- President, in conjunction with Vice Presidents
- Develop practices for sharing information and keeping student association governance bodies apprised of goings-on
- Catalogue best practices throughout the year and pass on to successors

Continue to work with Amanda Cook (Director, Sexual Violence Prevention and Response) to ensure consent programming is highly visible and accessible to all staff, faculty, and students.
- Vice-President Student Life, in conjunction with the President
- Continued consultation with students and through a survivor lens

Investigate, improve, and promote safety on co-op placements, with help from the Experiential and Co-op Affairs Commissioner
- VP Education, in conjunction with the Executive Committee
- Encourage students to use new legal protection service to protect their rights
- Advocate to the university and CEE for WaterlooWorks employer co-op placements to have sexual violence policies or to adhere to the spirit of University Policy for Students

Clear the backlog of expired or renewing policies to ensure continued alignment with evidence-based and student-driven lobbying
- VP Education, in conjunction with the President
- With assistance from the Policies & Procedures, Education Advisory, and Budget & Appropriations Committees

Examine the feasibility of instituting a University Ombudsperson
- VP Education

Expand the Center for Academic Policy Support (CAPS)
- VP Education, in conjunction with the Academic Affairs Commissioner
- Increase funding to academic support programs, commissions
- Improve volunteer support bases for existing and new commissions
- Increase student association full-time staff hours dedicated to Academic Policy/Support

2. Clubs and Services
Increase communication and collaboration between the equity-seeking, student-run Services for efficient use of resources and to develop opportunities for new commissioner
- VP Student Life, in conjunction with the Equity Commissioner

Develop and assess metrics for the Services, per the Campus Life Advisory Committee’s direction
- VP Student Life, with assistance from the Campus Life Advisory Committee
Revamp club funding model and provide additional funding and support to club administration/system

- VP Operations and Finance, in conjunction with the VP Student Life
- Reduce red tape around clubs’ direct collection of reasonable member dues and provide regulation
- Explore viable alternatives to the current clubs funding guarantee and increase general club support and resources
- Increase club funding to reflect increases from inflation

Explore alternative funding options for the Sustainable Campus Initiative to continue to support sustainability action on campus with volunteers and structure, enabling it to enact its 5-year sustainability plan and meet its goals and objectives

- VP Student Life, in conjunction with the VP Operations and Finance
- In collaboration with the Sustainability Office

3. Commercial Operations
Build out former Wasabi/Campus Bubble space into new commercial operation venues that supplement the diversity of offerings in the SLC Food Court

- VP Operations and Finance, in consideration of the financial position of the organization and long-term value-for-money
- Base new operations on student survey data, consultation, market trends, and on- and off-campus competition
- Also support the build-out and continued sustenance of Pharmacy Café (The Caffeine Dispensary) space

Ensure the extended food court in the SLC/PAC expansion has diverse cuisine and is more environmentally sustainable than current operations in that area, reducing year-over-year operational costs

- VP Operations and Finance
- Increase food options for vegetarian/vegan, halal, kosher, and international cuisine for students on campus
- Provide take-out/grab-and-go as well as sit-in options for students to accommodate their diverse time availabilities
- Work to bring in reusable trays and cutlery

Improve resource delivery to and support of constituency Society “Coffee and Donut Shops”

Begin renovations of the Bombshelter Pub and provide new direction based on student feedback collected as well as the current financial position.

- VP Operations and Finance, in consideration of the financial position of the organization and the long-term value-for-money
- Examine options for business models for the Bombshelter Pub and assess the impact of the Student Choice Initiative
- Explore a levy to support the renovation to and operation of the Bombshelter Pub
4. Communication, Transparency, and Governance

Explore methods of improving student access to information on the financial position of the organization

- President, in conjunction with the VP Operations and Finance and the General Manager
- With assistance from the Risk Management and the Budget & Appropriations Committees
- Options to be presented to the Board for a decision that carries acceptable risk levels

Encourage good working relationships between staff members and members of the Students’ Council

- President, in conjunction with the VP Operations and Finance and the General Manager, to determine appropriate levels of interaction
- Connect staff with relevant governance volunteers to ensure organizational direction benefits students
- Catalogue examples to pass on to President successor

Promote a governance process that considers and accounts for organizational impacts and evolving student needs

- President, in conjunction with the VP Operations and Finance and the General Manager
- Explore opportunities for vetting bylaw, policy, and procedure changes in an open and transparent way

Generate opportunities for engagement between students and their representatives (Executives, Councillors) [e.g. social/networking events, town halls, etc.]

- President, in conjunction with the governing bodies and the VP Education
- Focus events and opportunities around important governance events: general meetings, Students’ Council, town halls, and elections

Effectuate a marketing rebrand to enable a better and more genuine connection with students

- President, in conjunction with the Executive Committee and the Students’ Council
- Tie elements of the rebrand to the Long-Range Plan to ensure continued evaluation for resonance with students
- Re-envision communications with students from the ground up to ensure an impactful and helpful experience, so students understand the student association’s role as a student advocate

Increase transparency and student participation in the Student Services Advisory Committee by expanding councillor and at-large student membership on the committee

- President, in conjunction with the VP Education
- Enshrine the President and all vice presidents as permanent ex-officio members on the committee
- Update the terms of reference to allow for Councillor appointment
- Increase committee outreach and consultations so students can participate in discussion of the services they use
- Establish protocol for University ancillary fees to ensure responsible, accountable fee changes

Transition marketing focus and establish a reformed priority list for the Marketing, Communications, and Outreach department to balance institutional priorities

- President, in conjunction with the VP Operations and Finance and the General Manager
- Ensure StudentCare (i.e. Health, Dental, Legal plans) features are tied directly to the student association to ensure students connect these important services with the association that negotiates them and ensures their continued delivery

Improve media reach with proactive campaigns, especially around provincial and federal advocacy

- VP Education, in conjunction with the President
- Supporting the Marketing to free up time and prioritize advocacy efforts

Launch advocacy milestones for the organization and general awareness on the Student Choice Initiative, with help from the Marketing and Communications department

- VP Education, in conjunction with the President
- Supporting the Marketing Department to free up time and prioritize advocacy efforts

5. Equity and Accessibility

Support racialized students

- VP Student Life, in collaboration with the Equity Office
- Work with RAISE and the Equity Office to create a Making Spaces training specific to anti-racism
- Advocate to the university to create an emergency fund for Waterloo Indigenous Student Centre because their funding has been cut by the government.
- Support the ISA and WISC with the Indigenization strategy

Create an equity training for dons focused on LGBTQ+ needs, anti-racism, and harm reduction

- VP Student Life, in collaboration with student association Services, the Equity Office, and University Housing

Make name changes in Quest easier for students

- VP Student Life, in conjunction with the VP Education

Work to protect and expand free menstrual products on campus

- VP Student Life, in collaboration with the Equity Office

Ensure student association marketing as well as all clubs and services include image descriptions on social media posts and embody other aspects of universal design

- VP Student Life, in conjunction with the President

Create accessibility plan for the SLC/PAC expansion to ensure AODA compliance
- VP Operations and Finance, with assistance from the Student Life Centre Management Advisory Committee

Begin showing the accessibility level of events in the event description (e.g. accessible and/or gender-neutral washrooms, stairs or ramp, strobe lighting, etc.)

- VP Student Life, in conjunction with the President
- Develop accessibility indicators (i.e. list of accessibility concerns or features) for highly used bookable rooms across campus and all rooms within the SLC to better enable event planners in the creation of accessible events

Promote a harm-reduction approach for local and municipal student events (e.g. Ezra)

- VP Education, in collaboration with the Unsanctioned Public Gathering Working Group
- With assistance from the Municipal Affairs Commissioner

Continue to advocate for more gender-neutral and accessible bathrooms

- VP Student Life, in conjunction with the President
- For all students to be able to access public space bathrooms must be accessible to everyone. If someone doesn’t have an accessible bathroom in their building, they will have to spend extra time walking across campus to find one which takes time away from learning.

Seamless integration for students with reduced course load/accommodation to easily access student association collective benefits

- VP Operation and Finance, in collaboration with AccessAbility Services

6. Financial Management

Reform budgeting practice so budgets are more accountable to, overseen and controlled by students, and make sense within the scope of the Student Choice Initiative.

- VP Operations and Finance, with assistance from the Budget & Appropriations Committee
- Hold Q&A sessions for better student consultation on and awareness of the budget
- Reformat budget into activity buckets informed by the Ministry of Teaching, Colleges, and Universities’ Ancillary Fee Guidelines
- Ensure more central regulation of the budgets and budgeting practices with the VP Operations and Finance and the Budget and Appropriations Committee
- Foster communication and a relationship between the Budget & Appropriations Committee and appropriate senior management
- Explore and develop a multi-year budgeting model

Establish a capital improvement fund and separate capital and operating funds under the budget

- VP Operations and Finance, in conjunction with the President
- Explore potential for the Student Life Centre Management Advisory Committee to administer the capital fund under the oversight of the Board of Directors
- Explore, with assistance from the Budget & Appropriations Committee, the structure and procedure for separate capital and operating funds, subject to the Long Range Plan draft
Gather, review, and report on opt-out data from the new fee structure

- VP Operations and Finance
- Revise strategy, service models, and planned/existing service delivery to the student body based on data
- Set up procedure for review through BAC and issue recommendations to the appropriate governing body
- Enable an opt-in system for students who have opted out
- Establish fee review and renewal/continuation protocol with Budget & Appropriations Committee in cases where Students’ Council deems a fee is too high

Formalize the Student Life Endowment Fund as a Student Experience Foundation under the organization

- VP Operations and Finance, in conjunction with the VP Student Life
- In collaboration with the University Office of Advancement and Alumni Relations
- Solicit donations from industry partners and alumni
- Increase financial accountability and transparency to students

7. Long-Range/Strategic Planning

Develop a Long-Range Plan that connects the organization to students and guides the organizational rebrand to better emphasize the core function and value of the student association for students

- President, in conjunction with the Executive Committee and the Board of Directors
- Emphasize student engagement and feedback to discover and remedy shortfalls of the student association
- Incorporate the ability to accommodate growth controllably and sustainably

Rethink long-term vision for funding the student association into the future

- VP Operations and Finance, in conjunction with the President
- Review staff salary growth and better account for the growth within the context of the University and the organization’s ancillary fees
- Implement activity-based budgeting for staff salaries to ensure funding is available and time is spent on the activities that matter most to students
- Target Commercial Operation success to reduce dependence on student fees

Redirect a portion of total income to long-term investments

- VP Operations and Finance, with assistance from the Risk Management Committee
- Explore different options for long-term savings to ensure that continued growth remains sustainable
- Explore the efficacy of unmanaged, passive funds as compared to currently existing actively-managed funds and establish a process for this practice to monitor impacts across multiple successions

Implement accessibility plans for the commercial operations and the SLC

- VP Operations and Finance, in conjunction with the VP Student Life
- Ensure the SLC complies with accessibility requirements and seek funding opportunities to make improvements without risking savings or operations.

Review the current and historical financial health/position and set long-range targets in the Long-Range Plan with metrics for evaluating financial viability and solvency as the organization grows.

- VP Operations and Finance, with assistance from the Budget & Appropriations Committee and the Risk Management Committee.

Revise and update the student association’s departments’ strategic plans (incl. priorities) within the context of the Student Choice Initiative.

- VP Operations and Finance, in conjunction with the President.

Develop business continuity plans.

- VP Operations and Finance, in conjunction with the President.

Redevelop the student association’s stakeholder process.

- VP Education stretch goal.

Create a prospective multi-year work plan for commissioners to limit the loss of expertise and time at turnover.

- VP Education stretch goal, in conjunction with the Executive Committee.

8. Member Programs and Group Benefits

Review insurance coverage and put together a summary of what activities and circumstances are uninsurable to better communicate this transparently to student groups.

- VP Operations and Finance, in conjunction with the President.

Per referendum requirements, renegotiate UPass program to include all part-time students with at least one on-campus course.

- VP Operations and Finance, in collaboration with the VP Education and Municipal Affairs Commissioner.

- Enact a long range (5-10 year) outlook within the UPass program to ensure a continuation of reasonable fees paid by students for continued access to the program.

- Explore transit and transportation policy.

Implement the new legal support service for students, as approved at referendum.

- VP Operations and Finance.

- Ensure service roll-out and marketing/communication of the new service is done in advance of public launch so that a critical threshold of student opt-in to keep the program viable.

Review existing restrictions on predatory management corporations and pseudo-scientific groups who table and advertise in the Student Life Centre.
- VP Operations and Finance, in conjunction with the President

Assess current Health and Dental Plan coverage

- VP Operations and Finance
- Particular focus on prevention and early intervention care coverage for mental health
- Explore options for implementation of a mental health assistance program for students
- Review of the drug formulary to ensure effective coverage with rollback of OHIP+

Create an end-to-end ‘Membership Rewards and Loyalty’ program for the student association and its subsidiary societies and organizations.

- VP Operations and Finance, in conjunction with the President
  - Include features such as:
    - Member insights and engagements
    - Specialty pricing and consumer retention
    - Management of rewards partners
    - External vendor discounts for students
  - Cultivate relationships with program partners across industries to increase the value provided to students
  - Centralize and increase external sponsorship levels
  - Tied to service delivery and rebrand initiative to have good value proposition for students

9. Societies and Satellite Campuses

Engage in better outreach to faculty societies to take advantage of the new role of the Committee of Presidents (COPs) as the executive committee for Students’ Council

- President, in conjunction with the VP Operations and Finance
- Keep the Societies informed and request their aid in reaching out to students often (via email as things come up)
- Bridge gaps between Societies and use COPs to enable sharing of best practices and advice
- Clearly communicate expectations to each society so they know what to expect from the student association during the term (completed termly/as needed; e.g. information about insurance and coverage for events)
- Meet with incoming executive teams to align goals and provide support for Society initiatives
- Appear at Society Council or Board meetings to engage Society governance structures within the larger student association governance and information-sharing process

Perform a thorough review of the Societies’ Memorandum of Understanding to better represent current practice and the current good relationship with and power of the societies

- President, in conjunction with the VP Operations and Finance and the Committee of Presidents
- Build in framework to encourage responsible society governance and outline basic financial requirements for the societies
- Build in protections for societies that allow the societies to continue operating as they do and bind the societies to the student association
Complete satellite campus visits more frequently to ensure students’ needs are being met
- President, in conjunction with the VP Student Life

Ensure that student association Services work to provide fully accessible services, resources, and other offerings to all satellite campus students within the Waterloo region
- VP Student Life, in conjunction with the President
- Implement virtual peer support hours so students aren’t limited by distance to campus resources
- Empower students on satellite campuses to volunteer as first points of contact to facilitate communication regarding needed services and resources with the president of the satellite campus’s Society.
- Compile an online resource guide specific to each city containing a satellite campus so that students can access counselling, food banks, LGBTQ+ groups, and more in their local community

Establish a Committee of Presidents finance-focused sub-committee with the purpose of discussing, sharing, and learning from each other
- VP Operations and Finance, in conjunction with the President
  - Establish rules around hiring full-time staff for societies to ensure compliance with University HR and continued protections for society full-time staff
    - Enshrine and formalize societies’ rights to hire casual part-time roles
    - Provide controls and rights for societies to enter into reasonably limited scope and risk contracts without needing the approval of the Board of Directors
    - Set uniform standards and expectations for societies to be able to reimburse alcohol for events

Increase oversight of endowment funds by constituency societies and the student association
- VP Operations and Finance
  - Annually, or termly, review all the projects funded, to what amounts, and ensure the value of student fees

Reach out to and engage satellite campuses more frequently
- President, in conjunction with the student societies established on those campuses
  - Support initiatives to bring students from satellite campuses to main campus for large events (e.g. General Meetings/Town Halls, cross-campus programming)
  - Engage face-to-face with students or student leaders on satellite campuses 3 times termly to hear about issues or concerns directly from affected students

Engage people on campus in different campus centres, not just the Student Life Centre
- President, in conjunction with faculty societies and Vice Presidents

Improve busing and connectivity to satellite campuses
- President, in conjunction with the Executive Committee
- Feds busing with dedicated routes to each of the satellite campus, and negotiate continued coverage with the University through the Student Services Advisory Committee
- Meet with regional chairs and councils from the Waterloo and Peel regions to improve transportation options between campuses and increase communication

10. Student Health and Wellness
Embed and enable better mental health and peer supports within the student body and established groups (e.g. MATES, RAISE) to improve mental health outcomes for students.

- President, in collaboration with the CoSMH and its Peer Support Enhancement Working Group and in conjunction with the VP Student Life

Give students a voice and a stake in the development of campus community and improve the flow of information

- President, in conjunction with the Vice Presidents
- Encourage feedback in relevant University processes from students with lived experience with mental illness
- Connect students with Mental Wellness for continuous improvement of University services
- Bring information to students through Students’ Council and faculty societies

Foster the development and inclusion of international and marginalized student groups as part of the student association.

- President, in conjunction with established student groups and clubs, particularly those representing students whose first language is not English
- Develop mutual event support and explore options for publishing (marketing) materials in multiple languages to accommodate people in their native tongue.

Create a comprehensive, ‘upstream’ mental health resource

- VP Student Life, in conjunction with clubs, services, and societies
- It will open with an identity/interest checklist that lists items such as gender identity, sexual orientation, race, religion, program, if someone has faced food insecurity, if they are an international student, etc.
- After checking off what applies, applicable resources will come up including the food bank, Glow, BASE, accessibility services, etc. By showing more resources than are simply mental health specific we will be able to help students find community spaces on campus that can fill gaps that peer mentorship and counselling may miss. This form will be anonymous and not shared with Feds or the university.
- Establish an Employee Assistance Program-styled program for students

Establish a harm-reduction strategy for the student association

- VP Student Life, in conjunction with the President
Work with Athletics to start up Women- and Trans-only gym hours
- VP Student Life, in conjunction with the President

11. University and Government Affairs
Review University Policies for improvements to student experience
- President, in conjunction with the VP Education
- Favor harm-reduction and student-first approaches in policies and engage in reviews where possible
- Bring University Policies to students to inform reviews and provide feedback (e.g. Policies and Procedures Committee)

Explore opportunities for funding and professional development of student leaders, following a holistic review of current practices with volunteer remuneration, professional development, part time labour, etc.
- VP Education, in conjunction with Executive Committee
- Provide office spaces to all commissioners/participants
- Continue to seek opportunities for development of similar service levels to the student-run Services within the University and encourage the increased financial support of student-run Services by the University
- Seek opportunities to expand involvement within (and potentially reclassify) student-run Services beyond students to encompass Faculty and Staff or other community members within the Waterloo Region to better support and provide opportunities to students
- Support student leaders to decrease burnout and keep their passion for the betterment of student experience alive
- Simplify and amplify part-time staff effectiveness by building tools and processes to help future vice presidents to manage workload and use commissioners efficiently

Renegotiate the SLC operating agreement to reflect new space, management rules for shared spaces
- VP Operations and Finance, in conjunction with the President

Redevelop external political organization review procedures to be less onerous than existing two-year cycles
- VP Education

Review OUSA Bylaws vis-à-vis fee payments to protect the student association with the implementation of the Student Choice Initiative
- VP Education stretch goal

Conduct student consultations for the Student Experience Review, with help from the Experiential and Co-op Affairs Commissioner
- VP Education, in conjunction with the Co-op Affairs Commissioner
Establish regional relationships, develop expertise on housing issues in Waterloo, and promote a harm reduction approach on the Unsanctioned Public Gatherings Working Group, with help from the Municipal Affairs Commissioner

- VP Education, in conjunction with the Municipal Affairs Commissioner

Conduct a federal ‘Get Out the Vote’ campaign, with help from the Provincial and Federal Affairs Commissioner

- VP Education, in conjunction with the Provincial and Federal Affairs Commissioner

Review and Update OUSA bylaws and procedures

- VP Education

Obtain a seat on Undergraduate Operations at the University for the Academic Affairs Commissioner

- VP Education stretch goal
DIRECTOR’S CODE OF CONDUCT

A. Scope and General Principles

1. This procedure shall apply to all voting and non-voting members of the Federation of Students’ Board of Directors.

2. As stewards of the Corporation, all Directors are expected to at all times act diligently and in good faith, with loyalty to the best interests of the organization, and a view to the furtherance of its objects.

3. Directors should also at all times be aware that they are representatives of the Federation of Students, and should not, through their conduct, damage the interests of or public faith in the Corporation and its Officers, or their fellow Directors.

4. All Directors will be required to annually complete and submit a Conflict of Interest and Confidentiality Declaration, which will be in congruence with the requirements of this procedure, to the Secretary of the Corporation upon their election or appointment to the Board. This shall be done prior to the incoming Director receiving any confidential information, or conducting any business as a Director of the Corporation.

B. Duties of Directors

1. In addition to the duties of directors listed above and in the Corporations Act of Ontario, Directors are expected to attend all duly scheduled meetings, be fully prepared to participate, listen to the opinions of others with respect, encourage robust discussion and constructive dissent;

2. Directors shall, to the greatest possible extent, adhere to the letter and the spirit of all laws, including the bylaws and the Letters Patent for the Corporation, and shall not singly use powers intended to be wielded by the Board;

3. Although a Director may communicate the interests of a particular stakeholder with whom that Director’s appointment may be associated (members-at-large or Students’ Council), such Directors do not represent or operate under the direction or on behalf of any stakeholder.

4. Directors shall make clear in what capacity they are speaking or writing when doing so publicly, such that inferences are not drawn that a Director may be speaking on behalf of the Board or of the Corporation

5. No Director shall use information obtained as a result of their to the Corporation for any purpose other than discharging their duties as a Director.

6. Directors shall not discriminate against, or exert authority or undue influence over Federation of Students’ staff members due to their position as a Director.

C. Conflict of Interest

1. A Director shall be considered to have an actual, perceived, or potential conflict of interest, when the opportunity exists for the Director to use the authority, knowledge, or influence of the Board, or a committee or body thereof, for individual benefit or to preferentially benefit any individual or organization with whom the Director has a familial, personal, fiduciary, or financial relationship.
2. Directors who have an actual, perceived, or potential conflict of interest, with respect to any matter under consideration by the Board, or a committee or body thereof, shall declare the nature and extent of the interest immediately, withdraw from the meeting when the matter is being discussed, and refrain from taking part in any discussion or vote in relation to the matter.

3. When the Board, or a committee or body thereof, is of the opinion that a conflict of interest exists that has not been declared, the Board or committee or body may declare by resolution, carried by a simple majority of its members present at the meeting, that a conflict of interest exists and the Director thus declared to be in conflict shall withdraw from the meeting when the matter is being discussed and refrain from taking part in any discussion or vote in relation to the matter.
   a. A Director being thus declared is not allowed to vote in such a resolution
   b. In the case where a Director not found to be in conflict at one meeting is later determined to have been in conflict, within the same governing year, they shall immediately be subject to Section E. Breach of the Code of Conduct

4. Directors who become aware of an actual, perceived, or potential conflict of interest on the part of a fellow Director shall promptly and in confidence raise the issue for clarification with the other Director, and request that the conflict be declared. If the fellow Director refuses to declare the conflict, the Director who is aware of the potential or actual conflict must immediately bring their concern to the attention of the Chair and the President.
D. Confidentiality

1. Directors will not disclose to any party or person, outside of the current members of the Board, any written or oral information or materials disclosed or provided to the Board deemed to be confidential by the Board.

2. Information deemed to be confidential by the Board will include, but not be limited to, matters related to: employee and personnel salary, benefits, appointment, promotion, demotion, performance evaluation, disciplinary action and/or grievance, and any other information or material obtained in confidential session of the Board.

3. Once a Director’s term ends, confidential information and material obtained during the Director’s term will remain undisclosed to any party or person. Notwithstanding the foregoing, this non-disclosure will be exempt where:
   a. Consent to do so has been obtained by resolution of the Board and by any affected party or person; or
   b. There is a legal right or duty to disclose; or
   c. Disclosure is compelled by process of law.

E. Breach of the Code of Conduct

1. Accusations that a Director has violated any part of this procedure will be referred to the Chair of the Board and the President. The Chair and the President shall be responsible for determining the most appropriate method to address the violation, including but not limited to a meeting with the Director in question, or referral of the matter to Board during in camera session.

   a. The Chair and President shall notify the accused of those accusations levelled at them and that an investigation will begin in a timely manner, not exceeding five (5) business days following the formal receipt of accusation. Such notice shall inform them of their rights listed under this procedure.
      i. The Chair and the President may dismiss a complaint if it is without substance, but must inform the Board of the nature of the complaint and their reasoning, without revealing against whom the complaint was made. This must happen in in camera session.
   b. The Chair and President shall investigate the accusation during a period not exceeding one (1) month from the date of notice given to the accused
      i. At minimum, information gathered from the complainant(s) shall include the nature of the breach, corroborating evidence for the accusation, and a statement as to the real and/or potential impact of the breach on the Corporation.
      ii. At minimum, the Chair and President shall request a statement regarding the accusations to confirm or deny any or all allegations levelled against the accused.
      iii. All information provided shall be kept confidential by all parties, notwithstanding any other procedures of the Board respecting access to information, unless otherwise indicated in this procedure.
   c. The rights of Directors under investigation for accusations of break of the Code of Conduct include, but are not limited to:
      i. Appealing the decision of the Chair and President under confidential session (discussion must occur in camera),
      ii. Access to all information regarding the accusation, except for the identity of the complainant(s), and
      iii. If they feel it necessary, obtaining independent legal counsel.
d. The written decision of the Chair and President shall be provided separately to the complainant(s) and the accused. The decision shall explain whether the accusation was determined to be a violation of the Code of Conduct, and if applicable the severity or impact of the breach, real or otherwise, and what, if any, disciplinary action was deemed the most appropriate method to address the violation.
   i. The written decision of the Chair and President shall be placed on the next regular meeting of the Board's agenda under confidential session as an item “For Information”; all discussion shall occur in camera
   e. The Chair and President shall, to a reasonable extent, respond promptly to all accusations and communications related to the matter by the accused or the complainant(s).

2. Directors (found to have violated the Code of Conduct) may appeal the decision and/or the extent of disciplinary action deemed appropriate to address the violation at the next available regular meeting when the written decision is presented to the Board in accordance with §D-1(d). A Director appealing the decision shall inform the Chair of their intent to appeal.
   a. All appeals shall be brought before the Board during confidential or in camera session. The complainant and the accused shall recuse themselves from the Board room until a decision on the appeal is reached, unless requested to return for additional information.
   b. The Chair shall separately invite the complainant(s) and the accused into the Board room to make their statements. Normally, only that information which was presented during the initial investigation will be considered by the Board.
   c. The Board shall consider the appeal by reviewing the findings and evidence made in accordance with §D-1 and shall determine if there is sufficient evidence to support the determination made. In addition, the Board shall determine if proper procedure was followed. The Board may overturn any decisions by a two-thirds (2/3) majority, or if new information has been presented, the Board may quash the disciplinary decision and refer the matter back to the Chair and President, with recommendations, for further review.

3. In the event that the President and/or Chair are accused of a violation or a shared violation of the Procedure, the matter shall be brought before the Board during in camera session. The Decision of the Board may not be appealed in this instance unless new information is presented within one business week of the Board’s decision.
Setting of General Meeting Dates

Report to the Board of Directors, Federation of Students

By: Connor Plante, Chair of the Board

July 9, 2019

Background

At the May 12, 2019 meeting of Students’ Council, along with the recommended dates for the upcoming General Meetings, the following motion passed:

“Be it further resolved that Board explore devolving the power to set the dates of the General Meetings to the Office of the President, with the advice of Council, to ensure they are well-aligned with General Elections dates and other substantial governance events.”

Then, at the June 4, 2019 meeting of the Board, the Board set the meeting dates for the 2019-2020 governing year, and passed the following:

“Be it further resolved that Board explore devolving the power to set the dates of the General Meetings to the Office of the President, with the advice of Council, to ensure they are well-aligned with General Elections dates and other substantial governance events.”

Current Status

As per the Federation’s Bylaws, the Board has the power to set the dates of the Fall and Winter General Meetings.

Bylaws, Article 7, Section 6, Clause 4 (e):

“The Board of Directors is expressly further empowered to:

e) Determine the dates of the Fall and Winter General Meetings;”

Comparison to other Student Unions

A comparison was conducted with other members of the Ontario Undergraduate Students’ Alliance (OUSA), to determine where the authority rests to set the date(s) for General Meetings.

<table>
<thead>
<tr>
<th>Students’ Union</th>
<th>Authority to set General Meeting(s)</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSU (McMaster)</td>
<td>Secretary</td>
<td></td>
</tr>
<tr>
<td>BUSU (Brock)</td>
<td>Council</td>
<td></td>
</tr>
<tr>
<td>WLUSU (Laurier)</td>
<td>Board</td>
<td></td>
</tr>
</tbody>
</table>
AMS (Queens) | Chair of the Board  
USC (Western) | Speaker of Council  
SGA (Laurentian) | Board

**Note:** Every Students’ Union has a unique governing structure to our own, and therefore comparisons to other institutions may not always be an exact match. The best attempt was made to refer to label a body that is similar to our Students’ Council as “Council” and a body that is similar to our Board of Directors, as “Board.” Readers are encouraged to read the exactly text of the relevant governing documents that the above information was executed from, by referring to Appendix #1.

Additionally, only meetings that appeared to be comparable to what would be considered a Regular General Meeting were included in this comparison.

### Options

**#1) Status Quo**

**Option:** The Board rejects the recommendation from Council and continues to set the dates of the Fall and Winter General Meetings as it currently does.

**How this works in practice:** This process is not codified anywhere in Procedure, and usually relies on an individual (often the President or the Chair) bringing forward a motion to a meeting of the Board, to set the General Meeting dates.

**Pros:** This option leaves the setting of General Meeting dates in the sole hands of the Board of Directors, which ensures dates are chosen with a view to the best interests of the Corporation.

**Cons:** This option leaves no one accountable for the setting of General Meeting dates, and relies on individuals remembering to bring forward a motion to the Board to do so. Furthermore, the marketing of General Meetings is an important project for the Marketing and Communication’s Department, and this option can lead to the General Meeting dates being set at a time that is later than they would like to begin their planning preparations for the event.

**#2) Devolution to the Office of the President**

**Option:** The Board accepts the recommendation from Council and devolves the power to set the dates of the General Meetings to the Office of the President, with the advice of Council, to ensure they are well-aligned with General Elections dates.

**How this works in practice:** The Board, in Procedure, devolves the power of setting the dates of the General Meeting to the Office of the President. This Procedure can include any number of clauses the Board wishes, including how far in advance the dates must be set, and what type of consultation the President shall conduct with Council.
Pros: This option would create a level of accountability and responsibility, by making the President the position responsible for setting the dates of the General Meeting. Furthermore, it would allow for General Meeting dates to be aligned with the dates of Elections and Referenda, which are set by the Students’ Council.

Cons: This option means the Board is giving up direct control over the determination of General Meeting dates, leaving open the possibility that the dates chosen will not always be the most beneficial to the Corporation.

Recommendation

The recommended course of action suggested from this report is to select Option #2, and devolve the power to set the dates of the General Meetings to the Office of the President, with the advice of Council.

This course of action is recommended because the President is in a better suited position to work directly with the Marketing and Communications Department to select the best dates for General Meetings, and to also work with Council to ensure General Meeting dates are aligned with Election and Referenda dates.

Additionally, any risk that is posed by the Board losing direct control of the selection of General Meeting dates is mitigated by the fact that this devolution of power will be set through Board Procedure, which means that the Board would retain the power to suspend said Procedure, by a two thirds majority vote, to overturn the selection of a General Meeting date that was particularly malicious to the Corporation.

Appendix #1: Exact Text of references to Governing Documents

MSU

“A meeting of the General Assembly shall be called by the Secretary of the MSU within thirty (30) days on resolution of the SRA; or in receipt of a petition of two percent (2%) of the MSU membership; or at the call of the President.”

Reference: MSU Constitution IV, Section A, Clause 2

BUSU

“The Brock University Students’ Administrative Council, or their Committee designate, as outlined in this document and any subsidiary documents, shall:
Set election, referendum, and general meeting dates.”

Reference: BUSU Constitution Article VII Clause 4, g
WLUSU

“The Annual General Meeting of the members of the Corporation shall be held at such time as the Board of Directors Determines, during the months of late January or February in the cities where offices of the corporation are situated.”

Reference: WLUSU Constitution, Article III, Section 1

AMS

“Corporation Annual Meetings and Corporation Special General Meetings shall be held in a location determined by the Board. Such meetings shall be chaired by the Chair. The Chair may, at her/his discretion, turn the chair over to the Speaker of the Assembly or to any other member of the Society.

On the authority of the Chair, the Internal Affairs Commissioner shall give notice of the time and place for holding Corporation Annual Meetings and Corporation Special General Meetings. Written notice to each member shall be given at least ten (10) days prior to the date of the meeting. The notice shall specify the general nature of business to be carried out and include a blank proxy form that conforms with the requirements set out in subsection 12.01.05. The notice requirement of this subsection may be dispensed with if all the members of the Corporation entitled to notice waive the right to such notice in writing.”

Reference: Queens AMS Bylaw 12, Section 1: Clause 2&3

USC

“The Speaker of Council shall set the date for the Annual General Meeting.”

Reference: Western USC Bylaw #1, Section 12, Clause 8

SGA

“A General Meeting may be called on a proposed date and ratified by the majority of the Board.”

Reference: Constitution Article IV, Clause 6
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1 GOVERNANCE OBJECTIVES

1.1 INTERNAL REVIEW OF EXECUTIVE STAFFING STRUCTURE

A well functioning organizational structure is critical to ensuring we have the ability to deliver on our mandate to students. While the organizational structure has been reviewed and amended in recent years, the structure of the four executives has not been examined. These roles provide leadership and strategic direction to the organization, and therefore it is important to ensure the most effective system is in place. The Board will conduct an internal review of the Executive staffing structure based on best practices of leading not-for-profit institutions and environmental scans of other student unions that excel in strong internal governance, effective service delivery and have strong advocacy on behalf of their members.

1.2 INTERNAL REVIEW OF BOARD OF DIRECTORS AND OTHER GOVERNANCE STRUCTURES

The Board recognizes the importance of making sure its own body is functioning to the best of its ability. To achieve this, the Board will consider a number of potential options:

- The value of staggered elections, with two year terms, for non-executive Directors. The model would make the transition process more efficient and would reduce the amount of institutional knowledge that is lost with a constant single year turnover of Directors.
- Explore the value of the Vice-Presidents of the Corporation being voting members of the Board.
- Examine various models of formalizing the role of the Secretary of the Corporation. This would allow for greater transparency and consistency in record keeping.
- In conjunction with the current redevelopment of the Federation’s Long Range Plan, the Board will look into how governance reviews could be better incorporated to follow the long range planning cycle which would ensure they remain strategically focused on setting up the governance structure to execute the goals of the long range plan and promote the objects of student government per the Charter of the Federation of Students.

1.3 ACADEMIC SUPPORT AND ADVOCACY

Supporting students in their academics is a core function of a student association’s existence. The Board will provide direction to emphasize that academic support and advocacy aspects of the organization are a top priority and will ensure that these service areas have the appropriate resources available to them to execute on the priority.
2 COMMUNICATION, ACCOUNTABILITY & TRANSPARENCY

OBJECTIVES

Building on improvements of this past year, we continue to support greater transparency and reporting to the general membership on decisions being made, especially with respect to budgeting, member dues, and governance. However, we also recognize the importance of making this information available in a way that is easily digestible to the student body. To this end, we will examine what our current transparency level is, relative to industry best practices. If gaps are identified, we will rely on the expertise of the Marketing and Communications Department to find areas of improvement and work to establish principles on what public facing documents should look like, taking into consideration accessibility, visibility and readability. The Executive will account for the Marketing and Communications Department’s workload in the implementation of this initiative and the Board will explore the possibility of allocating further resources to meet this objective.

3 BUSINESS PRACTICES & COMMERCIAL OPERATIONS

The Board will work towards the long-term objective of improving the financial sustainability of our commercial operations so they can be used to better support other aspects of the organization. This will include implementing a plan for the revitalization of our commercial operations spaces that will aim to meet student needs, while respecting the financial position of the organization.

4 FINANCES & RISK MANAGEMENT

4.1 FINANCIAL HEALTH

With a change to our fee structure imminent, it is crucial that the organization’s finances are properly assessed and monitored. With the assistance of the Budget and Appropriations Committee, the Students’ Council, and the Vice President, Operations and Finance, the Board will:

- Review both current and historical positions of financial health and recommend areas of improvement;
- In conjunction with the development of the Long Range Plan, set long-range targets and metrics to assess financial viability and solvency; and
- Thoroughly re-examine the evaluation process for large proposed expenses and how the commitment would impact the organization’s financial position under a partially optional revenue stream.
4.2 IMPROVE RISK MANAGEMENT PRACTISES

Sound risk management practices are important to any organization’s success as it allows for threats to strategic goals to be mitigated. Through the Risk Management Committee, the Board will reevaluate how risk is assessed in the organization and will issue updated risk assessment tools, in line with industry standards, that can assist in this process.

4.3 STUDENT SOCIETY AUDIT

As required by law, the Federation receives an independent audit on an annual basis, of its financial position. This audit includes Student Societies, and the Board recognizes the importance of working in partnership with these parties in facilitating the annual audit. Therefore, we will work with Student Societies to create clear and transparent procedures in respect to the auditing process that are fair to all parties, while upholding legal and statutory obligations.

4.4 IMPACT OF THE STUDENTS’ CHOICE INITIATIVE

The required implementation of a partial opt-out fee structure will require the organization to monitor its impact. To do this, the Board will review reports of the Vice President, Operations Finance pertaining to opt-out fee data and use this information to revise strategic mandates, service models and existing delivery of services to the student body. Further investigation will also be done to identify new sources of revenue to make the organization less financially reliant on student fees.

5 HUMAN RESOURCES

5.1 ACTIVITY BASED BUDGETING

Full time staff are an essential aspect of our organization. Their salary and benefit expenses are also take up a majority of our budget, and therefore it is important that their work be tied to the priorities of the organization. To do this, the Board will explore a model of activity-based budgeting for our operations to ensures that salaries are tied to activities approved by Students’ Council or set out in the long-range or annual plan of the Board of Directors.

5.2 ADVOCACY AND GOVERNANCE

To stay consistent with advocacy being a top priority of the organization, the staffing levels of said area must be at a level that allows this priority to be achieved. The Board will conduct a comparison of the resourcing provided to advocacy and governance in similar sized institutions
to our own, to determine if our financial and human resource levels are appropriate for both advocacy and governance departments.

6 LONG RANGE PLAN

This year, led by the work of the Select Committee on Long Range Planning, the Board will be overseeing the process of developing a new Long Range Plan for the organization. This plan will outline goals and guide strategic direction for a period of approximately five years. This review will frame a forward looking strategic approach to the organization following analysis for the last long-range plan and associated annual plans, strategic plans, and policy objectives.

7 TRAINING AND TRANSITION

The Board will continue to focus on improving the transition process for individuals serving in governance roles within the organization, including Directors. Led by the work of the Ad Hoc Committee for Organizational Transition, we will:

• Further improve on-boarding and support for Directors by receiving continuous feedback from past successes or failures.

• Record best practices in a transition document so knowledge is retained beyond the term of any individual Director or Board.

• Ensure training on the financial aspects of the Corporation are emphasized including having Directors properly informed of the Corporation’s financial position at the beginning of their tenure and training Directors in the evaluation of finance and risk.
1 OUSA Spending Resolution

BIRT the Board of Directors authorize the expenditure over the remainder of the calendar year of up to $100,000 dollars on government relations, lobbying, professional fees and other special OUSA expenditures related to the recent announcement by the provincial government pertaining to post-secondary education.

BIFRT the Board of Directors permit spending of funds on specific expenditures subject to the collective approval of the executive committee and the General Manager.

BIFRT the VP Education will be responsible for communication of cost-sharing arrangements made by OUSA with other OUSA member associations to the executive committee.

BIFRT the VP Education will communicate to the OUSA Steering Committee that the Feds Board of Directors expects extraordinary expenditures to be distributed amongst member associations equitably according to their population.

BIFRT if the extraordinary expenditures are not equitably distributed amongst member associations according to their population, then the VP Education shall not approve additional funds, and will call for a Board meeting.

BIFRT the Feds VP Education will request confidential OUSA expense records if requested by the Board.

BIFRT the VP Education shall inform EAC of this resolution and any supporting documentation and shall prioritize Federation lobbying requests to OUSA and the Provincial Government with the Committee.

BIFRT the General Manager or VP Education will be responsible for reporting total amount spent out of this allowance for the March, May, August, October and December Board meetings, or at any other meeting on request of the Board.

BIFRT the Vice President Education be permitted, on behalf of the OUSA Steering Committee, to request loans from the Federation of Students to be approved by the Board of Directors as needed.

Motion Carries with Vice President Gerrits marked as present, not voting.